

DOCUMENT RESUME

ED 043 847

AC 008 712

TITLE Model Cities Training Program.  
INSTITUTION Tennessee Univ., Chattanooga.  
PUB DATE [69]  
NOTE 26p.  
  
EDRS PRICE EDRS Price MF-\$0.25 HC-\$1.40  
DESCRIPTORS Citizen Participation, Consultants, Decision Making,  
\*Demonstration Programs, Goal Orientation,  
\*Governing Boards, Group Unity, Planning, \*Program  
Descriptions, Role Perception, Seminars, \*Training,  
University Extension, \*Urban Renewal  
IDENTIFIERS Chattanooga (Tennessee), \*Model Cities

ABSTRACT

The Model Cities Training Program, the first in the country, is a 10-session course to be conducted in seminar form under the direction of the University of Tennessee at Chattanooga. The objective is to enable the 50 members of the Community Development Administration Board of Directors to: acquire knowledge of the structure of the Model Cities organization and the objectives of the program; develop an awareness of the decision-making process; and to establish and maintain a spirit of teamwork among board members so that they can make decisions based on a commitment to organizational goals without losing their identity and ties within the community. Funding has been provided under Title I of the Higher Education Act; there is no compensation for attending but reimbursements will be made for expenses (child care, food, transportation). Evaluation of attitudinal changes, retention and scope of factual materials presented, and progress in decision making and problem solving will be made. (Appendices include the schedules for the 10 Saturday seminars. See AC 008 713 for evaluation report.) (EB)

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MODEL CITIES TRAINING PROGRAM

## ERRATA

<b>Foreword</b>	...    ...	"unmeasurable" should read "immeasurable"
<b>p. 1</b>	...    ...	"committment" should read "commitment"
<b>p. 2</b>	...    ...	"saturday" should read "Saturday"
<b>p. 3</b>	...    ...	"Hud" should read "HUD"
<b>p. 19</b>	...    ...	"Substantive impost" should read "substantial impact"

## FOREWORD

In preparing the guidelines for the Model Cities Training Program, staff members of the Model Cities Program and the University of Tennessee at Chattanooga discussed in considerable detail the objectives of the training program, the training staff's plan of action, and the rationale underlying the plan. Since no comparable program existed at the national level, the emphasis was placed on experimentation and innovation in an effort to obtain the desirable ends within the time allocated for the seminars.

The contributions of Dr. John Dyer, Acting Director of Chattanooga Model Cities, Mr. Jerry Welsh, Assistant Director of Chattanooga Model Cities, Mr. Bob Welsh, University of Tennessee at Chattanooga, and Mr. Roy Batchelor, Director of Urban Affairs, University of Tennessee at Chattanooga were unmeasurable. Each contributed a significant number of valuable suggestions and insights in planning the group process aspects of the seminars and in structuring the total program.

Charles M. Hyder  
Director

### MODEL CITIES TRAINING PROGRAM

The Model Cities Training Program - the first of its kind in the country - is a ten (10) session course to be conducted in seminar form under the direction of the University of Tennessee at Chattanooga. The major objective of the Model Cities Training Program is the enablement of the fifty members of the C. D. A. Board of Directors to function as a cohesive administrative body while simultaneously encouraging the attainment or retention of individual identity with those various sponsoring groups whom it is the board members' responsibility to represent. This objective can best be achieved by enabling the participants to:

1. acquire knowledge of the actual structure of the Model Cities organization and the objectives of the program.
2. develop an awareness of the decision-making process in terms selecting acceptable alternatives to recognized problems confronting the CDA Board.
3. establish and maintain an organizational esprit' de corps' which on one hand will enable each CDA Board participant to maintain his identity and ties within his own sphere of the community, and yet permit him to make decisions based on a total commitment to an overall achievement of the organizational goals.

This series of seminars utilizing consultants, applying dynamic and innovative educational techniques, and involving expertise from as many pertinent sources as are available is, like the Model Cities Program itself,

a demonstration project. Because there is little national experience in training programs such as the one described, the emphasis in the Chattanooga program will be on experimentation and innovation. As might be expected of an experimental undertaking, it will be subject to regular observation, monitoring, and evaluation of its effectiveness in terms of the goals it seeks to fulfill. It should be understood that this continuous evaluative process is a testing process of the training program and its staff, as well as of the participants.

The first session of the program will meet Saturday, August 9, 1969, at the campus of U. T. C. as will the following nine sessions on the following nine consecutive Saturdays. A suggested structure and content of each session is found in Appendices I thru X. Each consultant, however, may modify or restructure the seminar to achieve the objectives as outlined.

Funding for this training program has been secured under the provisions of Title I of the Higher Education Act from the Department of Health, Education and Welfare; institutional monies of U. T. C.; and funds from the Model Cities Planning Grant.

The expectation is that the experience and information derived from the program will contribute significantly to the effectiveness of the C. D. A. Board as a decisive administrative body. It is hoped, also, that from this Model Cities Training Program there will emerge a body of knowledge and experience which will be of value not only in Chattanooga, but in other cities as well.

### OBJECTIVES

The success of the Model Cities Program to a large degree depends upon the ability and willingness of the C.D.A. Board to discharge effectively its responsibility as chief administrative body of the Chattanooga Model Cities Program. As administrators who are responsible for the planning and implementation of the total Model Cities Program, CDA Board members must be sufficiently equipped (1) with the necessary skills, tools, and information related to all aspects of the Model Cities Program; (2) with an understanding of the Model Cities Program and its relationship to city government and other agencies in the urban area-both private and public; and (3) with methodology and dynamics of decision-making.

To this end, the Model Cities Training and Orientation Seminar Program is designed:

1. To insure that the C.D.A. Board members will be aware of their roles in the Model Cities Program.
2. To provide C.D.A. Board members with sufficient and relevant information concerning the Model Cities concept and method.
3. To insure that C.D.A. Board members are familiar with the Model Cities structure, both nationally and locally.
4. To provide C.D.A. Board members with pertinent data concerning the Hud guidelines as related to the Model Cities Program.
5. To provide C.D.A. Board members with relevant information concerning specific problems and program areas to be dealt with in the Model Neighborhood area.

Further, this program is designed to foster competency and sound

judgement on the part of the Board members by providing them with training exercises and experiences in problem-solving and decision-making. No Board with a membership so varied as that of the C.D.A. Board can effectively discharge its duties and responsibilities unless its members develop a oneness of mind and purpose. It is the intent of this program to provide structured experiences for the fifty participating C.D.A. Board members--members with varied backgrounds, wide ranges of experiences, different levels of educational attainment, and diverse interests--which will enable the Board to function as a cohesive unit with mutual interests and common goals; one dedicated to solving the problems of the Model Neighborhood and its people.

CITIZEN PARTICIPATION AND TECHNICAL ASSISTANCE

Perhaps the essential premise upon which the Model Cities Program rests and the assumption which contributes most to its unique character is the belief that maximum benefit can be derived only when there is maximum participation in planning, policy formation, and implementation by those whose lives and futures will be affected by the program.

One of the basic elements of an honest invitation for citizen participation is the offer of technical assistance to the citizens; the failure to provide such assistance would render the concept of genuine neighborhood involvement meaningless, since there can be no partnership, or involvement, when one of the parties lacks the technical expertise to make informed judgements.

In City Demonstration Agency Letter No. 3, October 30, 1967, the Department of Housing and Urban Development established performance standards for citizen participation in the Model Cities Program. Among the major points contained in these standards is that of technical assistance:

..... The structure must have the technical capacity for making knowledgeable decisions.... Some form of professional technical assistance in a manner agreed to by neighborhood residents shall be provided.

FINANCIAL ASSISTANCE

While there is no stipend or other form of compensation for attending these training and orientation seminars, there is available for all members financial assistance in the form of payments or reimbursements for all expenses incurred while attending these 10 sessions. If you spend or need any monies for child-care, transportation, food, or lose money for being off your job, you may qualify for financial assistance. As a member of the C. D. A. Board, you are rendering to the citizens of this community a valuable service; thus you should not be penalized financially in connection with your services on the C. D. A. Board.

A simple voucher will be provided at each session. Simply list the expenses incurred by you and bring, send, or mail to the Model Cities Office at 1418 McCallie Avenue.

MODEL CITIES COMMUNITY DEVELOPMENT ADMINISTRATION BOARD  
ORIENTATION SEMINAR

August 9 1. An Overview of Model Cities

- A. History of Model Cities Program, National and Local
- B. Philosophy of Model Cities Program
- C. Hud Guidelines and performance standards
- D. The Demonstration Cities and Metropolitan Development Act of 1966, as amended

August 16 1. Board Decision Making - Theory and Practice

- A. Value and fact in decision making
- B. Responsibility, Responsiveness, and Authority
- C. "The Hidden Agenda"

August 23 1. Organization of the Model Cities Program in Chattanooga

- A. Role of local government
- B. Role of CDA Board
- C. Role of other agencies
- D. Role of citizens

August 30 1. The Model Cities Planning Year

- A. Plan submission requirements
- B. Role of Model Cities staff
- C. Role of CDA Board
- D. Role of Citizen participation structure
- E. Problem analysis

**F. Goals and objectives****G. Priorities****H. Budgeting****September 6 1. Model Cities Planning Concepts and Approaches****A. Substantive Planning****B. Procedural Planning****C. Executory Planning****D. Planning and review in the process of composite  
decision-making****September 13 1. The Model Cities Five Year Financial Plan****A. The "Demonstration" concept****B. What is meant by the statement: "The program  
should make a substantial impact on the physical,  
economic, and social problems in the Model  
Neighborhood Area."****C. The role of the Model Cities staff****D. The role of the CDA Board****E. Technical assistance arrangements****F. Possible structuring arrangements****September 20 1. Role of Board, Staff, Citizens Participation Structure,  
and Technical Assistance in Model Cities****A. Areas in which assistance may be called****B. Kinds of assistance available**

## C. Program Monitoring

## D. Program Evaluation

October 4      1. Coordination, Information Systems, and Evaluation  
of federal programs in Chattanooga

- A. Concept of coordination and information system
- B. CEP, CAP, NSP, and coordination
- C. Relationship of each program to Model Cities
- D. The mechanics of federal programs - planning,  
programming, funding, implementation

October 11      1. Problem Solving and Group Interaction  
A. Respect for the opinion of others  
B. Sensitivity to the needs and limitations of others  
C. Setting group goals and making orderly progress  
D. Democratic participation  
E. Expediency and compromise

OPERATIONAL FORMATMODEL CITIES TRAINING PROGRAM

The CDA Board, comprised of 50 people of varied backgrounds, abilities and interests, must be brought to function effectively as a unit during and after a series of ten weekly orientation meetings. This training program will be characterized, in terms of format, by strict adherence to time schedules (in order to make the best use of limited time), and by flexibility in the formulation and implementation of the format. The board will be divided during part of the training session to permit model neighborhood area representatives-half of the board-to receive special orientation dealing with the broad area of citizen participation; the other group, non-MNA representatives, will also receive group training during this period.

Meetings will be held each Saturday, August 9 through October 11, on the campus of UTC. The tentative program day for the ten meetings will proceed according to the following schedule.

8:30-9:45 Board meets together with Special Area Consultant.

9:45-10:30 MNA representatives meet together with Consultant rotating.

9:45-10:45 Non-MNA members meet together.

10:30-10:45 Coffee Break.

10:45-11:45 Board meets together. Simulation exercise presented.

11:45-12:30 Small group discussion.

The format may be modified after the first two meetings to permit a greater degree of flexibility in the utilization of the consultants and other technical assistance. For each Saturday's seminars a special area consultant will be retained and he will be at liberty to adapt the format to his needs since he will be in charge of that day's program.

After consultation with the consultant for each week's program, a detailed activity schedule will be written for the day and submitted to board members at least a week in advance for their concurrence.

EVALUATION

An essential element of the orientation program is the process by which it is evaluated. Apart from the obvious benefits of such an evaluative process to the program itself and to its participants, is that such a process will doubtless be a determining factor in the feasibility of the use of such a program elsewhere.

Areas to be evaluated are: (1) attitudinal changes among the participants; (2) retention and scope of factual materials presented; and (3) progress in the areas of decision-making and problem-solving.

It is felt that evaluations should take place at the beginning of the program, at the termination of the program, and as often during the program as is felt necessary.

## APPENDIX I

## August 9 An Overview of Model Cities

8:30-9:45 CDA Board meets Special Area Consultant.

9:45-10:30 MNA and Consultant.

9:45-10:30 Non-MNA members and Consultant.

Each group will elect leader to act as chairman and member to serve as recorder and/or reporter. Session will be taped, both MNA and Non-MNA groups will be discussion seminars with two-fold purpose:

1. To enable participants to participate in some decision making process in terms of organization - election of chairman and recorder.
2. To discuss the implication of the consultant's morning presentation in terms of the "50" and what effect the group could have on the Greater Chattanooga - "Think Tank" for what could take place through 1975.

10:30-10:45 Coffee Break

10:45-11:15 Simulation Exercise based on weekly format - i. e., a pictorial representation of a philosophy expressing opposition to the need for a Model Cities Program in Chattanooga. This will also be structured to serve as a catalyst for a sensitivity exercise.

11:15-12:30 Five small discussion groups will be formed--leaders and recorders will be elected by each group. Voice tape recorders provided for some--Video tape recorders for others. Discussion will proceed on the

basis of attempting to formulate an acceptable decision concerning the nature of the pictorial presentation. Membership will remain the same for first five sessions-then random selection of five new groups will be initiated during sixth session. Board members will reform as CDA Board during last 20 minutes of the program. Brief report from each group chairman or recorder. Remainder of period spent in obtaining the consensus of the "50" in terms of decision(s) acceptable to the group.

## APPENDIX II

August 16      **Board Decision Making -- Theory and Practice**

8:30-9:45      CDA Board and Consultant.

9:45-10:30      NMA Board and Consultant.

9:45-10:30      Non-NMA Board and Consultant.

Two groups meet independently, elect chairmen and recorders, and discuss their unique role as individuals in the total decision-making structure of the CDA Board. Reports of chairmen of the two groups, discussion and critique of the reports in terms of total interaction of the participants.

10:30-10:45      Coffee Break

10:45-11:15      **Simulation Exercise.**

Role Playing--Exercise designed to focus attention on the structure of a Board in terms of the decision-making process.

11:45-12:30      **Five Reports--CDA Board structures a model for interaction based on principles acceptable to the total Board.**

## APPENDIX III

August 23 Organization of the Model Cities Program in Chattanooga

8:30-9:45 CDA Board meets Special Consultant.

9:45-10:30 MNA and Consultant.

9:45-10:30 Non MNA members.

Election of chairman and recorder. Discussion seminars for both groups. Two-fold purpose:

1. To participate in decision making process by electing chairman.
2. To discuss an issue as unique to the groups, i.e., the MNA members and the effort of non-participation in decision-making in the Chattanooga City Government--the Non-MNA members and the desirability of being in a position to effect a decision with the city government.

10:30-10:45 Coffee Break

10:45-11:15 Simulation Exercise. Role playing by selected group.

"Militant Citizens"--a confrontation between a group of citizens and a governmental agency concerning inadequate police protection or an inadequate school curriculum.

11:15-12:30 Five discussion groups--elect leader and recorder. Discuss acceptable solution to the problem presented. Simulators available for question period. Report of the records to the full CDA Board. An attempt will be made to obtain a consensus of opinion as to the better solution. Use Video Tape Recorder to record the decision-making process. Use last 15 minutes for self-evaluation of problem.

## APPENDIX IV

## August 30 The Model Cities Planning Year

8:30-9:45 CDA Board meets Special Area Consultant.

9:45-10:30 MNA and Consultant.

9:45-10:30 Non-members MNA.

Each group elects chairman and recorder. Sessions taped. Seminar discussion concerning each group's uniqueness in terms of the consultant's presentation. Two-fold purpose:

1. To strengthen total participation of all members of the group.
2. To discuss the decision-making process as related to MNA and Non-MNA.

10:30-10:45 Coffee Break

10:45-11:15 Simulation Exercise.

35 mm. pictorial presentation of a "Citizen's Participation Structure" which does not reflect the goals of the Model City Program. Problem of making acceptable decision by the group is presented to the CDA Board.

11:15-12:30 Small group discussion of simulation exercise--5 leaders and recorders are elected. Discussion will proceed on the basis of:

1. How could the structure of the Board be changed to make the Board more effective?
2. What alternatives are available to the group in terms of making an acceptable decision as posed by the problem.

Brief report from Chairman--remainder of time spent by CDA Board making a decision based on data presented in problem.

**APPENDIX V**

**September 6 Model Cities Planning Concepts and Approaches**

8:30-9:45 CDA Board meets Special Consultant.

9:45-10:30 MNA and Consultant

9:45-10:30 Non-MNA and Consultant.

Each group elects leader and recorder. Each group will decide the most serious problem confronting the CDA Board in terms of the consultant's discussion.

10:30-10:45 Coffee Break

10:45-11:15 Simulation Exercise.

"Conflicting Priorities", a pictorial representation of priorities being established with adequate participation of the area citizenry.

11:15-12:30 Small group seminars.

Elect chairmen and recorders. Each group establish priorities. CDA group meets. Chairmen report briefly. CDA attempts to establish priorities acceptable to total Board.

## APPENDIX VI

September 13 The Model Cities Five Year Financial Plan

8:30-9:45 CDA Board meets Special Area Consultant.

9:45-10:30 MNA and Consultant.

9:45-10:30 Non-MNA and Consultant.

Two-fold purpose:

1. Each group elect chairman and recorder.

2. Each group discuss the role of the total CDA Board and

"Substantive Impost" with specific reference to (a) physical

problems; (b) economic problems; (c) social problems. (Use

Video if available)

10:30-10:45 Coffee Break.

10:45-11:15 Simulation Exercise.

Hypothetical problem presented to CDA participants. Short skit

developed for purposes of dramatizing a specific problem arising within

the model area.

11:15-12:30 Small group discussion of problem and solutions. CDA Board

meets as unit. Brief reports from recorders. An analysis of the problem

by total group, and an acceptance or rejection of the five solutions--a con-

sensus of the group is formed in terms of articulating a decision by the

total group (taped).

APPENDIX VII

September 20 Role of Board, Staff, Citizens Participation Structure and

Technical Assistance in Model Cities

8:30-9:45 CDA Board meets Special Area Consultant.

9:45-10:30 MNA and Consultant.

9:45-10:30 Non-MNA and Consultant.

Two-fold purpose:

1. Election of chairman and recorder.
2. Group discussion implement the discussion of the CDA to the three specific areas as seen by the two groups--city government, neighborhood, and Model City Staff.

10:30-10:45 Coffee Break

10:45-11:15 Simulation Exercise.

Pictorial exercise will present a problem which will involve a high degree of polarization of three areas of interest groups--governmental officials, neighborhood organization, and Model Cities Staff.

11:15-12:30 Small Group (5) discussion with leader and recorder. An analysis of the problem(s) and alternatives available to the total CDA group as seen by the small group. Report of five chairmen: An analysis by the CDA group as a committee of the whole--What is acceptable in terms of a decision to the pictorial problem?

APPENDIX VIII

September 27      The First Year Action Program

8:30-9:45    CDA Board meets Special Area Consultant.

9:45-10:30    MNA and Consultant.

9:45-10:30    Non-MNA and Consultant

Each group meets:

1. To elect chairman and recorder.
2. To discuss specific questions arising out of the consultant's presentation with an emphasis on the uniqueness of interactions as applicable to each group.

10:30-10:45    Coffee Break

10:45-11:15    Simulation Exercise.

Pictoral presentation of problems which set the stage for problem-solving in the area of technical assistance.

11:15-12:30    Five groups discuss and formulate action program based on technical assistance. CDA Board meets as a group. Five chairmen report to CDA Board. Discussion of conclusion by total Board.

## APPENDIX IX

## October 4 Coordination, Information Systems, and Evaluation

## of Federal Programs in Chattanooga

8:30-9:45 CDA Board meets Special Area Consultant

9:45-10:30 MNA Board members and Consultant.

9:45-10:30 Non-MNA Board members and Consultant.

1. Elect leader and recorder.

2. Implementation of discussion by consultant with emphasis on  
relationship and coordination.

10:30-10:45 Coffee Break.

10:45-11:15 Simulation Activity.

Pictorial presentation of a hypothetical case of the inability of a board to make a decision because of an inadequate coordination and information structure within the total organization. (another agency(ies) within the Model Neighborhood Area)

11:15-12:30 Small discussion groups. Elect chairman and recorder. Tape discussion groups. Purpose of group is to analyze the problem presented in terms of a value determinant. Comparison of solutions by group presentation. A solution of a better solution by the CDA Board.

## APPENDIX X

October 11 Problem Solving and Group Interaction

8:30-9:45 CDA Board and Consultant.

9:45-10:30 MNA and Consultant.

9:45-10:30 Non-Members and Consultant.

1. Election of Leader.

2. Continuation of Consultant's theme in terms of:

a. Sensitivity to needs of all members of the CDA Board.

b. An examination of the group's responsibility in setting group goals and making progress.

10:30-10:45 Coffee Break

10:45-11:15 Simulation Exercise.

Selected group portraying a group of representative young people of the Model Neighborhood Area. Theme of simulation exercise is a direct confrontation between one segment of the MNA and the CDA Board. Implications for authoritarian decision-making and participatory decision-making are pictorially portrayed to the group.

11:15-12:30 Small group discussion. Election of group leader and recorder.

An analysis of the types of decision-making as portrayed with an attempt to structure a more acceptable process for arriving at a decision. Tape. CDA group report to the CDA group by chairmen. The CDA, acting as a unit, is pressured to formulate definitive goals for the group with negative simulation being constantly provided by external force-- Consultant or member of

the Model Cities Team. Reaction of group in terms of cohesiveness as a decision-making body. Video tape.

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